

ONE-STOP CAREER CENTER TASKFORCE WORK PLAN

STRATEGIC ISSUES

The current One-Stop Career Center initiative in Missouri has made significant progress in the past two years. There is still considerable work to be done to further integrate workforce development programs. In order to provide Missourians a true One-Stop Career Center Delivery System the current effort must be continued and advanced.

DESIRED OUTCOMES

A successful One-Stop Career Center System emphasizing integration will result in:

- streamlined product delivery;
- services easier to administer;
- seamless service delivery which includes integrative systems, local control, customer focused results, and holistic approach to families;
- a clear definition of roles;
- participation and cooperation among all investors;
- the dissemination of accurate information;
- appropriate information flow; and
- teamwork.

A successful One-Stop Career Center System emphasizing accountability will result in:

- increased operational efficiency of state government;
- accountability for results at local and statewide levels;
- a skilled labor force that will increase both the productivity of employers and earnings potential of workers;
- increased responsiveness to job seekers and employers;
- more value for tax dollars;
- compensation for results;
- a positive attitude among employees;
- decreased caseloads;
- a short implementation timeframe;
- good internal communications;
- increased productivity of employees;
- increasing the number of people who get a job;
- increasing the number of people who get a job at a higher wage;
- increasing the number of people who move above the poverty line;
- increasing the number of people who remain employed for 12 months (tracked at 3, 6, 9, and 12 months);
- decreasing the percentage of Missourians obtaining public support at any time during the year; and
- increased percentage of Missourians with incomes above 100% of the poverty level.

A successful One-Stop Career Center System emphasizing choice will result in:

- customer driven services;
- increased employer involvement;
- suitable referrals for everyone who wants or needs a job; and
- increased customer satisfaction.

A successful One-Stop Career Center System emphasizing universality will result in:

- greater customer (job seeker and employer) choices;
- a simple user-friendly system;
- innovative services;
- delivering services with flexibility at local and statewide levels;
- access for all seeking services;
- eliminating barriers to employment;
- public support;
- cultural competence; and
- stimulation of local and statewide economies.

QUESTIONS AND ANSWERS

1. How will current initiatives merge into new Workforce Development System reforms?

Considerable progress has been made in Workforce Development System reforms. Workforce Development system reform are being driven by the consolidation of Division of Job Development and Training and part of the current Division of Employment Security. Complimenting this reform has been the passage of the Workforce Investment Act. This act encourages the coordination of employment and training programs but is not a license to consolidate the programs. Silo funding sources are still to be maintained. Compliance with federal regulations for each program is still required. However, joint planning and joint implementation is allowed and encouraged.

2. What is a true One-Stop Career Center System?

The Workforce Investment Act requires 14 federal programs to offer their universal service through at least one single location in each of the current 15 service delivery areas. It invites other programs to participate if they desire. The Act requires three levels of service to be offered at the local site and spells out examples of those services. It empowers local Workforce Investment Boards in conjunction with Chief Local Elective Officials to decide criteria based on federal mandates of who gets trained and distributes most training money for adults and youth.

3. Can there be a full service automated One-Stop Career Center?

Although there is currently not a fully automated system, a successful unified automation system emphasizing system design will result in accessibility and compatibility with hardware, software, Internet, and mainframe systems; a unified telephone system, accurate and verifiable data and improved planning.

A successful unified automation system emphasizing customer service will result in access to the public labor exchange; automated assessments; a user friendly, easy to administer system, self-help capabilities; state parameters that allows for local enhancements; and a dynamic system.

A successful unified automation system emphasizing client tracking and case management will result in protecting confidentiality; a simple tracking system for job seekers and employers; shared data; local level capacity; and continuity and recording historical data.

A successful unified automation system emphasizing quality and cost control will result in accountability; identifying validated information; cost effective implementation, cost effective service delivery; and up-to-date fiscal tracking system; improved staff performance and recognition of success; compatibility with the federal reporting system; and reports.

4. Who will manage the One-Stop Career Centers as well as the budgets?

The One-Stop Career Centers will have a designated individual to manage the physical facility. The local Workforce Investment Boards with the agreement of the Chief Local Elected Officials shall, through memorandums of understanding with the partners, describe the services to be provided, and how the cost of such services and operating costs of the local One-Stop Career Center.

5. Are the One-Stop Career Center business plans still relevant?

The original One-Stop Career Center business plans were used as a foundation for the One-Stop Career Center initiative. As we transition into the new Workforce Investment Act they will be used as a reference as we move into the millennium.

6. Is it possible to have a true One-Stop Career Center without collocation by all partners: Divisions of Employment Security, Job Development and Training, and Family Services, Departments of Elementary and Secondary Education and Higher Education?

Physical location of all partners may be possible, other methods to deliver services may be utilized to better serve customers.

7. Will the One-Stop Career Center System pilot cost allocation plans or make it statewide?

The Budget Taskforce has formed a cost allocation subcommittee. Decisions around making it pilot or statewide are pending.

8. What are the minimums for the full service One-Stop Career Center System with regards to facility, Americans with Disability Act parking, programs, staff, and staff supervision, line and functionality?

The One-Stop Career Center agency liaisons, in consultation with local staff, are developing the minimum facility requirements in response to the statewide strategic plan of the Missouri Training and Employment Council.

9. Does the local management structure of the One-Stop Career Center facility have to be any certain way?

Successful One-Stop Career Center sites have demonstrated a shared leadership and management structure. This is accomplished best when designed and implemented locally without state intervention.

10. How will state merit staff be managed?

Direct supervision of a state merit employee will be done by a state merit employee. Functional management of a merit employee may take place by an other-than-merit employee. (example – Central Missouri State University One-Stop Career Center)

11. How will welfare-to-work affect the public labor exchange?

It will require the Public Labor Exchange to continue to provide intensive type services to customers with multiple barriers to employment. Provision of creative and innovative approaches to this customer base, ie mentoring and job shadowing.

12. What does the statement employers and workers will be served equally - mean with regard to resources, status, difference in labor market information, training, and the Public Labor Exchange?

Resources will be used to ensure that job seeker and employer customers will receive the best services as possible.

13. Should members of the Transition Team and One-Stop Executive Team as well as the Missouri Training and Employment Council have some common understanding of the state guidance / structure for local One-Stop Career Centers?

Yes. The One-Stop Career Center effort is based on coordination and cooperation among all partners.

14. Should there be some models proposed at the state level for local One-Stop Career Center office design?

The state level continues to make available examples of full service One-Stop Career Center office designs, including locally developed designs. This should not dictate how a One-Stop Career Center office must be designed, but rather, it would provide the locals suggestions for design. This allows the locals to utilize the experiences of areas that have gone through the design phase of One-Stop Career Centers and learn from those experiences. No one design will work for every local area, but examples of designs currently working in the state would be a place for people to start when designing their own local One-Stop Career Center.

15. Would it be possible for the Labor Market Areas to hire a state level person to mediate the local One-Stop Career Center implementation?

No, technical assistance teams should be identified to respond to local community needs.

16. Should the name of the One-Stop Career Center, Missouri Workforce Initiative Networking System (Missouri WINS) be continued?

The One-Stop Career Center Taskforce recommends retaining the Missouri WINS logo and suggests no future use of the terminology behind the acronym. It is important that a commitment is made that current sites become Missouri Workforce Development Centers.

17. Where will the offices be located?

The Workforce Investment Boards should assess and determine location of the One-Stop Career Centers to best provide services for the customers and will have the final discretion for selecting office location.

18. What areas of waiver options could be pursued with the U.S. Department of Labor or any other One-Stop Career Center partners that could create more flexibility for our customers?

Due to the recent passage of Workforce Investment Act, the waiver opportunities should be pursued as necessary to promote customer service.

ONE-STOP CAREER CENTER TASKFORCE

FINAL RECOMMENDATIONS

SERVICE DELIVERY UNDER THE WORKFORCE INVESTMENT ACT

One-Stop Career Center System

With the passage of the Workforce Investment Act of 1998, a One-Stop Service Delivery System will be established.

Purpose

The One-Stop Service Delivery System is to provide a widely available resource system for anyone seeking partner agency workforce development services and resources. This includes any individual seeking a first, new, or better job and for employers seeking to hire new workers. The *goal* is to integrate the state and local delivery of education, training, and employment services.

Customers of the system are:

- job seekers;
- employers;
- anyone seeking labor market information; and
- anyone seeking access to partner agency service.

Current Status

There are established full service and satellite sites that provide workforce development services throughout Missouri.

The Workforce Investment Act will guide any One-Stop Career Center effort in this state.

Mandatory Partners are:

- the Division of Workforce Development;
- the Department of Labor and Industrial Relations;
- the Department of Elementary and Secondary Education;
- the Department of Higher Education;
- Title V of the Older Workers Act;
- community action agencies; and
- Housing and Urban Development.

Locals are free to assess their unique needs and invite any / all appropriate partners to join in their One-Stop Career Center. These voluntary partners may include:

- the Division of Family Services;
- the Division of Child Support Enforcement; and
- other agencies / organizations.

One-Stop Career Center Customers-Job Seekers

Services / resources provided to job seekers:

Core services required by the Workforce Investment Act (universal eligibility for these services)

- eligibility determination;
- outreach, intake, and orientation;
- initial assessment of skills and need for support services;
- job search and placement;

- labor market information;
- performance and cost information on training providers;
- information on how a local area is performing;
- information on available supportive services;
- information on filing unemployment insurance claims;
- help in establishing eligibility for welfare-to-work and student aid; and
- follow-up services for at least 12 months (retention).

Intensive services required by the Workforce Investment Act (eligibility criteria must be met for these services)

- comprehensive assessments (diagnostic testing, in-depth interviews, and evaluation);
- individual employment plans;
- group counseling;
- individual counseling;
- case management; and
- short-term prevocational services.

Training services required by the Workforce Investment Act (eligibility criteria must be met for these services)

- occupational skills;
- on-the-job training;
- combined workplace / classroom training (cooperative education);
- private sector training;
- skill upgrading and retraining;
- entrepreneurial training;
- job readiness training;
- adult education and literacy; and
- customized training by employers.

Additional services recommended by the One-Stop Career Center Taskforce

- Job Bank (list of available jobs);
- job preparedness resources (resume writing and interviewing skills);
- career exploration / evaluation;
- Missouri Occupational Information Coordinating Council information;
- vouchering process service;
- skills-building activities;
- marketing;
- job search resources (ie fax, phone, and copier);
- assistance filing unemployment insurance claims;
- user-friendly orientation and intake system; and
- apprenticeship and training programs.

One-Stop Career Center Customers-Employers

One-Stop Career Center customers are defined as employers and job seekers. Customers accessing the system will be served based on the work first philosophy.

Services / resources provided to employers:

- point of contact with the state / local agencies;
- labor market information;
- job development activities;
- recruitment;
- interview rooms;
- economic development assistance;
- employee testing;
- support services available to an employer's workers;
- customized training;
- local area specialized training;
- job screenings;
- business resource center (ie Small Business Administration);
- host job fairs; and
- post-employment support (retention).

Best Practices

Integration

- customer service desk / Triage;
- simplify customer flow and access to services;
- integrate reception;
- integrate intake and eligibility determination;
- integrate orientation to services;
- streamlined product delivery;
- services easier to administer;
- seamless service delivery which includes integrated systems, local control, customer focused results, and holistic approach to families;
- a clear definition of roles;
- participation and cooperation among all investors;
- the dissemination of accurate information;
- appropriate information flow; and
- teamwork.

Accountability

- customer and service tracking;
- identify accountability functions and performance measures;
- coordinate national, state and local accountability roles;
- integrate and implement performance management systems;
- increased operational efficiency of state government;
- outcomes will be negotiated between the state and local partners and adjusted to meet the needs of the local population to be served;
- use performance measures to guide program improvement;
- use performance outcomes to determine eligibility for incentive funds;
- accountability for results at local and statewide levels;
- a skilled labor force that will increase both the productivity of employers and earnings potential of workers;
- increased responsiveness to job seekers and employers;

- more value for tax dollars;
- compensation for results;
- a positive attitude among employees;
- good internal communications;
- increased productivity of employees;
- increasing the number of people who get a job;
- increasing the number of people who get a job at a higher wage;
- increasing the number of people who move above the poverty line;
- increasing the number of people who remain employed for 12 months (tracked at 3, 6, 9, and 12 months);
- decreasing the percentage of Missourians obtaining public support at any time during the year; and
- increased percentage of Missourians with incomes above 100% of the poverty level.

Universality

- greater job seeker and employer choices;
- a simple user-friendly system;
- innovative services;
- delivering services with flexibility at local and statewide levels;
- access for all seeking services;
- eliminating barriers to employment;
- public support; and
- stimulation of local and statewide economies.

Customer Choice

Throughout the employment process the customer will be an active and collaborating partner in the development of their employment plan through informed choice. The customer will be given the opportunity to exercise informed choice through the selection of:

- assessment services;
- employment goals;
- settings in which services are provided;
- service providers; and
- employment settings.

Cost / Resource Sharing

- This is an important issue that will be decided by the Unified Budget and Cost Allocation Taskforce.

Capacity Building

- Cross Training / Cross Informing
 - continuous improvement; and
 - Infoshares for all mandated and voluntary partners.

Technical Assistance

- Unification and coordination of internal and external customer data, management, and customer management needs between mandatory and voluntary partners statewide.

Cultural Change

- Three components of cultural change that impacts internal and external customers are language, behaviors, and values.
- Utilize technology advancements available through distance learning, and video conferencing, and distribution of taped training sessions.

Staff Training / Education

- provide on-going job development;
- staff training and professional development;
- opportunity for advanced training and education;
- trained in all aspects of the one-stop and its partners;
- soft / people skills training as well as data information, and program and policy;
- direct the employee toward organizational goals and objective; and
- enhance the concept of a One-Stop Career Center team.

Marketing

There should be one name that all One-Stop Career Centers throughout the state - on buildings and publications. The One-Stop Career Center Taskforce suggests Workforce Development Center, possibly used in conjunction with the Missouri WINS logo.

- Marketing will be addressed at a departmental level to utilize existing marketing staff.
- Local partners will define a useful marketing strategy to reach their customers.

Fee for Service

- Encourage partners to look into practice.
- Leave decisions to local authority.
- All planning should be done in such a way to avoid unnecessary overlap of services provided in private sector.

EXAMPLES OF ONE-STOP CAREER CENTER BEST PRACTICES

- Local partners must be given the freedom to make decisions and implement them at the local level within the framework of the Workforce Investment Act.
- All services provided should be user-friendly to the customers they serve.
- Each partner agency in a One-Stop Career Center should share responsibility and cost. proportionally and work together to handle job responsibilities.
- Each One-Stop Career Center may need at least one full-time, trained employee to be the point of contact for all customers.
- Although the Department of Social Services is not mandated to be a partner, they would be encouraged to remain strong partners in the One-Stop Career Center System, in order to help fulfill the Workforce Investment Act purpose of a reduction in welfare dependency.
- Employer assistance and job development should be a collaborative effort between partner agencies to avoid duplicative employer contacts. This could mean assigning each employer an individual from the One-Stop Career Center to market the services offered.

- The State should continue to develop a single, universal document for common intake to be shared by all partner agencies.
- With the infoshare concept, local partners should design and present training programs.
- Each One-Stop Career Center should have a single 800 or local dial-up number for access to services and information.

ONE-STOP CAREER CENTERS FOR THE DELIVERY OF WORKFORCE DEVELOPMENT SERVICES

When the new Division of Workforce Development is created through the state agency consolidation, its most important asset will be its perception by the citizenry as a new, highly innovative and more effective method of providing the delivery of services to the customer. This new method has already been established through the provision of an initiative to designate One-Stop Career Centers as Workforce Development Centers.

The Missouri Workforce Initiative Networking System (WINS) accurately describes the initiative and the public information slogan used for implementing a networked system of workforce development centers. Both the select group of partner agencies involved and the U.S. Department of Labor have jointly funded this initiative through a One-Stop Career Center System Implementation Grant program. To describe the system currently in place, it is important to provide an overview of the implementation strategies used under this grant program.

IMPLEMENTATION STRATEGIES ARE ONGOING

The implementation strategies in Missouri to establish a One-Stop Career Center system were designed around several key principles. First, there must be a new approach to broaden the partnership of state agency staffs representing programs related to workforce development. This partnership must be promoted and assured at the point of local service delivery. In short, a new approach toward the shared governance of the systems involved is needed. Thus the principles of leadership, partnership, and devolution of decision making down to the local level could be used to accommodate a new approach to decision making and governance. While it is true that all of politics is local, this is only one facet of the value of a new governance structure. A strategy that provides for locally developed and locally driven decisions also permits local delivery staffs, as internal customers of state agencies, to develop a system to meet locally tailored needs. Allowing local leadership to determine their needs as opposed to the state agency leadership making these decisions for them.

Second, the new system should permit the site selection process to proceed based on the empowerment of local governance structures to design One-Stop Workforce Development Centers based on customer needs and local capacities to integrate staffs and program functions. With the completion of site selection by local decision, the partnership with state agencies included a third strategy for the provision of the technology infrastructure and assistance in learning its use. This included the provision of equipment, the training of local staffs, and a wide variety of supporting efforts to change the organizational culture and promote the public education of customers about these changes.

WORKFORCE DEVELOPMENT CENTER GOVERNANCE IS IN PLACE

The new governance structure included a parallel strategy to broaden both the state and local partnership of workforce development services previously provided by separate agencies of their own autonomy without regard to formal collaboration. This involved the formation of the One-Stop Executive Team at the state level and an Interagency Team at the local level.

The Executive Team is composed of directors at the division level of one-stop partner agencies, as well as representatives of the private sector, and members selected to represent a key variety of local agencies. The agency representatives on the Executive Team are shown below:

- **Division of Employment Security;**
Representative of local Job Service Employer Committees and the private sector
- **Division of Job Development and Training;**
Representative of local Private Industry Councils and the private sector
- **Division of Family Services;**
Representative of local office Supervisors
Representative of Welfare Reform Unit
- **Division of Vocational and Adult Education;**
Representative of local vocational schools
- **Division of Vocational Rehabilitation;**
Representative of local office staffs
- **Coordinating Board for Higher Education;**
Representative of local community colleges
- **Office of Administration, Facilities Management Section; and**
- **Missouri Occupational Information Coordinating Committee.**

The Executive Team provides state level leadership for implementation strategy, policy development, and implementation guidance as well as policy development and administrative oversight of the grant program.

At the local level, each local labor market area (of which the state is composed of 15 such areas) was required to establish a local Interagency Team. This local team is composed of representatives of the local administrative offices for programs funded by state level agencies, including private sector, and local economic development representatives. The local Interagency Teams are composed of individuals representing the following:

- **Employment Security Offices;**
the local office manager
- **Administrative Agencies for the Job Training Partnership Act;**
- **Division of Family Services;**
- **Division of Elementary and Secondary Education;**
either vocational and adult education or vocational rehabilitation (or both)
- **Institutions of Higher Education;**
- **Private Sector;**
- **Local Economic Development Organizations; and**
- **Local Community Action Agencies (in many areas).**

The Local Interagency Team provides local leadership for implementation strategy, policy development, implementation and guidance, as well as administrative and managerial oversight of the grant program. Most significantly, the role of the Interagency Team is the original site selection and establishment of service delivery offices or sites.

ONE-STOP WORKFORCE DEVELOPMENT CENTER SITES ARE ESTABLISHED

In the early phases of grant program implementation, the local Interagency Team was required to determine the physical location and on-site design of two types of workforce development center sites. One type, the full-service One-Stop sites, is designed to offer customer access and service by the full array of partner agency programs, including selected core services, intensive services, and a locally designed array of related workforce development services. A second type, one-stop satellite sites is also designated. Satellite sites are partial service specialty centers where partial access to workforce development services is available. However, the distinguishing feature of satellite sites is that they are linked electronically by computer access to the full-service One-Stop sites at other locations in the Labor Market Area.

Missouri already has an operational and networked system of such full-service and satellite one-stop sites. The full-service sites are predominantly composed of office locations previously serving as the local office of the Division of Employment Security. In some locations, these offices are located at the administrative office of the Job Training Partnership Act, or in brand new office facilities previously not used for either program separately. One-Stop satellite sites are located in a wide array of office settings because their selection was based on local access design. In some cases, satellite sites are located at the offices previously used either by the Division of Employment Security or the administrative agency for Job Training Partnership Act.

The precise community location and contact information for Missouri's one-stop full-service and satellite sites for each labor market area is shown in Attachment 1.

CORE SERVICES AND INTENSIVE SERVICES ARE BEING PROVIDED

The single overarching objective of One-Stop implementation has been reduced fragmentation of customer access to workforce development services. Until the passage of the Workforce Investment Act, the approach used to reduce this fragmentation has been one of encouragement and support rather than state mandated requirements. As a result, there currently are two different levels of core services being implemented at one-stop sites. One is a core services encouraged by the grant program implementation strategies. The other being a set of core services which now is required under the Workforce Investment Act.

The core services encouraged during grant program implementation have included a heavy emphasis on access to information. This emphasis is exemplified by the U.S. Department of Labor's definition of a full-service site:

"A location where the required partner agencies provide a standard and universal set of core services and information, at a minimum, information on: careers, labor markets, jobs, availability of education and training programs, testing and assessment, job openings, hiring requirements, referrals (because there may never be "one-stop involved in a quality job search experience or process), assistance with job search skills and filing Unemployment Insurance claims, services to migrant and seasonal farm workers and initial program eligibility determination."

Each full-service site has been required to establish a resource room, or area that provides this customer access to a universal population (all customers). Although the key access element for each resource room has been that of access to the Internet as a part of the job search experience, resource rooms also include a wide array of additional customer access features.

A menu of core services required by the implementation grant follows:

Universal access to U.S. Department of Labor funded programs:

- employment service programs;
- Job Service Labor Exchange;
- unemployment insurance programs;
- veterans employment service programs;
- dislocated worker programs (Job Training Partnership Act);
- Adult Job Training; and
- Senior Community Service Employment program.

Additional U.S. Department of Labor funded programs (encouraged but not required):

- homelessness training;
- native american programs;
- school-to-work opportunity programs;
- Job Corps;
- apprenticeship and training programs;
- migrant and seasonal farmworker programs; and
- alien worker certification.

Additional related programs (encouraged but not required):

- the FUTURES program;
- food stamp employment and training program;
- adult education act programs;
- vocational rehabilitation act programs;
- Carl D. Perkins Vocational and Applied Technology Act;
- Student Financial Assistance under the Higher Education Act; and
- state and local nonfederal programs.

In addition, the establishment of full-service One-Stop sites has involved the encouragement and training of staff capacity to provide a customer friendly and customer focused atmosphere that includes accommodating customer choice, integrated service delivery and accountability in service provision and performance. All full-service sites already provide general intensive services such as individual career counseling, specialized testing, assessment, and customized intensive services.

AN OPERATIONAL AND LEADING EDGE NETWORK HAS BEEN CONSTRUCTED

A goal of Missouri's One-Stop Career Center System was to establish it as the "universally recognized source for information and system access whenever labor market, career information and workforce development access was needed by anyone."¹ To that end all of Missouri's One-Stop Centers, whether primary or satellite locations, have been linked through an Internet based network called **Missouri WORKS!**. This system is multi-functional in nature and is utilized not only by the One-Stop Career Center System as it is the Internet presence for the Missouri Department of Labor and Industrial Relations as well as the Divisions of the Department. It also hosts the Missouri WINS and The Missouri Occupational Information Coordinating Committees homepages just to name two. The most significant role **Missouri**

¹ Missouri One-Stop Career Center System Grant Application, 5-15-95

WORKS! provides in our One-Stop Career Center System is the ability to access over 5,000 Missouri job openings, over 120,000 Missouri job seekers and a wealth of state specific labor market information at the touch of a few keystroke. Additionally, with the added features of a secure Intranet, all One-Stop Career Center staff has the ability to access key information about the people that they are serving.

Missouri WORKS! also provides the gateway to a set of national tools, entitled America's Career Kit. This four-legged system consists of America's Job Bank, America's Talent Bank, America's Career InfoNet, and America's Learning Exchange. This access broadens Missouri's One-Stop Career Center System to give it a broader, national perspective. America's Job Bank allows job seekers the ability to search nationally for job openings and employers to find qualified job seekers around the country. America's Talent Bank affords the job seeker a place to post his / her resume in one or multiple states thus increasing their exposure and job opportunities. America's Career InfoNet is a comprehensive source of occupational and economic information to help you make informed career decisions.² This innovative tool allows customers to gather critical information as it relates to career exploration and occupational qualifications so as to allow the customer the ability to make well-informed career decisions on their own. America's Learning Exchange, the newest component, permits nationwide access to training and educational opportunities, education provider products and services, and listing of providers. America's Learning Exchange is a nationwide marketplace bringing the learner and provider together.

"For the potential of the One-Stop Career Center idea to be truly realized, job seekers must have access to a comprehensive set of services and programs...."³ This sentiment clearly expresses the direction of Missouri's One-Stop Career Center system that puts the information and services in the hands of the customer quickly and efficiently. The web-based delivery system also provides for the technical skills support needed to sustain such a system. Its information technology expertise has made Missouri a leader in this arena. In fact, some Missouri staff was instrumental in assisting the federal government to develop America's Talent Bank.

In summary, a unique form of labor exchange is possible using the Internet tools available at all One-Stop Career Centers. Missouri has developed the infrastructure necessary to create an environment similar to a virtual labor exchange which allows customers immediate access to wide array of career exploration and job search tools. Through continued development and implementation, Missouri's system will realize its fullest potential of reaching every customer seeking service at One-Stop Career Centers.

TRAINING OF STAFF CAPACITY HAS BEEN COMPLETED

It is important to emphasize that the integration process and influencing organizational cultural change for the purpose of encouraging the establishment of one-stop service delivery is a daunting task. Grant implementation strategies supporting the need for such outcomes as team building, collaborative decision making, identification of organizational skills, and deficiencies in developing local action plans and strategies, and modeling success were followed.

The grant implementation plan originally called for the use of a training entity to become a broker of access to training planning and services. That entity was the Missouri Training

² America's Career Kit Web Site, <http://www.ajb.dni.us>

³ The Public Employment Service in a One-Stop World, Policy Issues Monograph 98-02

Institute. The Missouri Training Institute is a division of the Executive Institute of the on campus professional development program of the University of Missouri.

The Missouri Training Institute served an integral role during implementation by leading the Missouri WINS Capacity Building Team, assisting in the development of local training plans, and follow-through contact in the coordination and brokering of access to training needed by state and local agency staffs. Training was provided at the local level on a wide variety of such topical areas as team building and management, leadership, continuous improvement processes, public education, and of course the One-Stop Career Center Service Delivery model.

A PUBLIC INFORMATION AND EDUCATION PLAN IS BEING IMPLEMENTED

Although references are made throughout this report to a system of One-Stop Workforce Development Centers, a major public information and education plan was initiated during the grant implementation process. It is important, therefore, to distinguish among the terminology used in this report.

The One-Stop Career Center Implementation Grant program is the name given to the federal initiative used to provide seed money grants to states for the initial implementation of a national one-stop system. Throughout Missouri's particular implementation plan, the grant program was given the name of the Workforce Initiative Networking System (WINS). The initiative functions to further develop, enhance, integrate, and unify an array of publicly funded programs that have previously existed as a workforce development system. Although this system previously existed in a fragmented environment of separate programs and agency office locations, customers are gaining access to this newly transforming one-stop environment. Missouri, following the suit of many other states, has dropped the career center terminology for practical purposes and in deference to the name workforce development centers.

Adding to the complexity of this integration process, there is yet another array of terminology surrounding the key feature of Internet access. This involves the conditions of the grant program being named Missouri WINS, which is an initiative supported by **Missouri WORKS!** as the principal Internet tool. However, each site also has access to America's Career Kit and its various components.

Although this environment presents a particularly difficult one for the promotion of public education and name recognition, Missouri WINS has engaged the work of staff representing the Marketing Team. Composed of a diversity of partner agency staffs, the Marketing Team has developed an array of public education products, provided technical assistance in providing public education about the initiative, and assisted in the distribution of public education and information products. Attachment 2 provides the marketing / public education plan.

INCREASED ACCOUNTABILITY FOR PROGRAM PERFORMANCE AND SERVICE EXISTS

The transition the system has made statewide has included a significantly heightened interest in program performance and established an unprecedented procedure to measure system outcomes. As a part of the grant implementation plan, a Customer Focus Team was established and research about system data analysis was completed.

The Governor's Outcome Measures research project included a contract with the University of Missouri, Department of Economics, that successfully developed a method for system outcome measurement. Prior to One-Stop Career Center implementation, each separate agency

measured program performance and outcomes separately. This condition has historically meant that separate definitions for such outcomes as job placements, placement wage rates, and job retention existed for each agency, preventing rational analysis when outcome data is viewed in the aggregate as total outcomes. The University research developed a procedure using statistical analysis computer software to aggregate the data depicting common measures. Four basic measures were determined to be reasonable outcomes common to all programs viewed as a whole. These measures were tabulated for each customer coming into contact with the partner agencies defined to be a part of the system. The common outcomes included: the number of individuals who obtained a job; the number of individuals who obtained a job at a higher wage; the number of individuals who moved from unemployed to employment; and the number of individuals who moved from below to above poverty level income as a result of coming into contact with the system. Over the next year, time will allow the measurement of a fifth outcome of the number of individuals who retained a job over selected time periods.

The resulting data analysis capabilities from this effort are unprecedented among other states. Missouri is a leader in this endeavor and is the only state pursuing this particular outcome measurement approach. Moreover, during the first annual period used to benchmark performance, the state has shown many aspects of successful outcomes for all programs and two out of four outcome measures have shown positive growth over the last year from the baseline data sets used to analyze them.

In addition, the Missouri WINS Customer Focus Team developed a standardized survey for completion by job seekers to establish benchmarks measuring their satisfaction with One-Stop Career Center services. Attachment 3 provides a detailed explanation of the survey form, the survey process and specific survey results. Overall, One-Stop Career Center customers were very pleased with the customer focused atmosphere and attention given them by staff. The survey indicated up to 98% of customers satisfied with the sincere interest shown in their needs. Customers also reported that there were enough staff available to answer their questions and they were able to obtain all information and services they needed without having to ask more than one person. Up to 98% were satisfied with the availability of staff and up to 96% were able to obtain useful information from just one person. All of these satisfaction measures exceeded the goals established before the survey process was implemented. This success also reflects a significant impact of establishing a One-Stop Career Center service delivery approach.

THE ORGANIZATIONAL CULTURE HAS CHANGED AND IT IS LEARNING ONGOING CHANGE

In summary, the implementation process and several successful strategies have already created a One-Stop Workforce Development System. However, there is a need to nurture and sustain this system in the future. Many intangible examples of increased collaboration and culture change has also been demonstrated. The simple existence of a state level executive team and local interagency teams have created circumstances where unprecedented agency interaction, discussion and planning, and collaboration have been completed.

ONGOING CHANGE IS ON THE HORIZON

While the citizens as well as state and local officials may be proud of the implementation accomplishments achieved thus far, there is much work left to be done. The success of the One-Stop Career Center Implementation grant program was originally premised upon a grant award that was made in 1995 to be based upon legislation that did not pass until July 1998. The finally passed law, the Workforce Investment Act, legislates a potential environment where some conditions of the current Missouri WINS system may change. The operational One-Stop

Career Center System must move from implied collaboration through encouragement and leadership to one of required parameters in order for workforce development partner agencies to continue to receive operating appropriations.

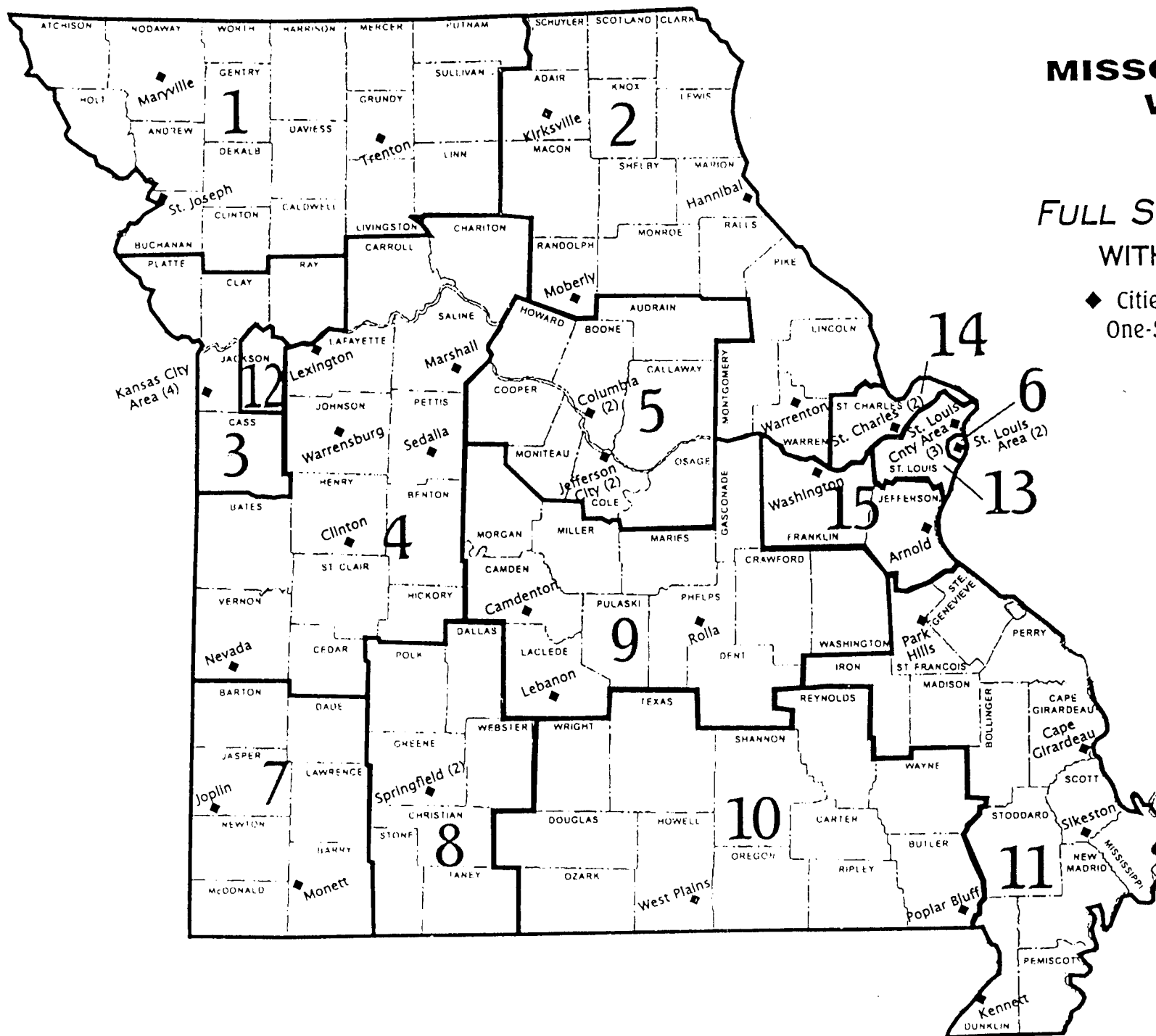
The new law requires a potentially different array of One-Stop Career Center partners, thus state and local governance may change. While the grant program required the collaboration and site delivery of five major programs and core services emphasizing customer access to information, the new law requires at least twelve mandatory programs with their associated services and permits other voluntary One-Stop Career Center partners.

The grant program required local interagency teams to be established and allowed their designation of One-Stop Career Center site locations. The new law, however, requires the establishment of a local Workforce Investment Board and authorizes that board with site designation authority and discretion under selected criteria to establish site locations.

The grant program emphasized customer access to information and core services under partner agency programs. The new law serves to further integrate service delivery by requiring specific core services to be delivered in collaboration of the agencies present at the site. Moreover, these services are clearly delineated as requirements for core services that must be universally accessible, intensive services for those customers determined eligible for agency programs at the site, and training services distinct from those core or intensive.

Accountability is also significantly strengthened under the new law. Outcome measures will be of two types: those permitted by the existing Governor's outcome measures and additional measures required by the new law.

In summary, the new Division of Workforce Development is deemed critical to the effective implementation of the new law and the continued funding of these important services to Missouri citizens. There is a need for ongoing integrated changes resulting from the proposed consolidation to support the existing One-Stop Career Center system as it transitions to the requirements of the new law. There is a need for more focused and ongoing training and technical assistance, more innovation in program and policy development, ever more public education and training and the basic state agency support of administrative management, fiscal support, monitoring, oversight, and accountability reporting.



**MISSOURI
WINS**



FULL SERVICE SITES WITHIN LMAS

◆ Cities for Full Service
One-Stop Career Center

Attachment 1: Missouri WINS Full-Service and Satellite Sites

MARKETING STRATEGIES



(ONE-STOP IMPLEMENTATION GRANT)
WORKFORCE DEVELOPMENT
CENTERS

TARGET MARKET:	Individuals and employers who reside in, or are considering relocating to, the State of Missouri.
OBJECTIVE:	To inform the public about the new way services are to be delivered.
METHODOLOGY:	Launch the campaign with a statewide announcement about the one-stop concept. Use public service announcements, open house events, speeches at local civic organizations, and press releases.
FRAME WORK:	A consistent marketing strategy is important. Workforce Development One-Stop Career Centers should have the same name, slogan, and a consistent design for informational materials. Within these guidelines, each Center can modify the marketing materials to include the unique services that they have to offer. There are two reasons for this. The first reason is obviously the cost. It would be very costly to develop fourteen different sets of marketing materials. The second reason is name recognition. We live in a mobile society where businesses expand to other areas of the State and individuals relocate.

PRE-MARKETING CAMPAIGN STRATEGIES

Development of audio and video public service announcements (PSA's). These should be designed to be easily localized.

Development of a series of press releases that can be modified for the local areas.

Scheduling of a Legislative breakfast or luncheon to educate Missouri Legislators on the One-Stop concept.

Inform the Labor Market Areas (LMA's) of the importance of holding an open house or other event to educate their local Legislator.

The Local Marketing Representatives need to be informed on the direction the campaign is headed and updated on the progress of the State Marketing Team. It is also important to encourage the Local Marketing Representatives to give input, comments, and suggestions to continually improve the marketing effort.

START OF MARKETING CAMPAIGN

STEP ONE

A news release from the Governors Office should launch the campaign. This announcement should set the framework that outlines the States commitment to improved services and the ease of delivery.

STEP TWO

Flood the market with public service announcements. Place news releases in as many of the local and business newspapers as possible.

STEP THREE

Labor Market Areas hold open houses or have Interagency Team meetings with local Legislators invited to showcase their One-Stop Centers.

STEP FOUR

The Local Marketing Representatives are to give presentations to all local community service groups. The State Marketing Team will provide a presentation that is easily modified for each LMA or One-Stop Center.

STEP FIVE

The Local Marketing Representatives in cooperation with their partner agencies are to continue to contact organizations and employers in their areas to deliver the marketing message.

CONTINUING MARKETING STRATEGIES

STEP ONE

Continue placing classified ads in the newspapers. Incorporate new job listings.

STEP TWO

Continue running PSA's on the local media. Send press releases to the local and business newspapers regarding the ongoing activities at the One-Stop Career Centers.

STEP THREE

Set-up informational booths at conferences, business shows, job fairs, ect...

STEP FOUR

Schedule annual visits to all the local civic organizations to update and inform them on any changes that have occurred during the past year.

STEP FIVE

Organize a yearly roundtable meeting with Local Marketing Representatives to exchange ideas and development ongoing marketing strategies.

I. Introduction

In August of 1995, Missouri was one of just a handful of states that was designated as the recipient of a federal grant for the development of a consolidated one-stop workforce development system. This was to involve the consolidation of all employment services, which are delivered by five primary state departments: Economic Development, Labor and Industrial Relations, Elementary and Secondary Education, Social Services, and Higher Education. The development of this concept was to include electronic linkages of the individual department offices that provide these services, and where feasible, co-location.

Shortly thereafter, an interdepartmental marketing team was assembled to devise and implement a marketing strategy that was appropriate for such a system. This included the selection of a central theme and logo; tactics for taking advantage of free media opportunities; marketing and achieving awareness among customers of the system (employers, job seekers, etc.); and communicating developments and activities to internal customers (partner agencies, field personnel in each labor market area, and members of the General Assembly). An initial strategy was developed, based on the introduction of a new system and a need to communicate a "new way of doing business" in terms of the delivery of employment services by state government. This is a review of that activity and recommendations for a future statewide marketing strategy.

II. Initial Activity, Strategy and Tactics

Initially, the Marketing Committee took on the task of developing a marketing theme and logo, as well as creating name recognition through free media activities (open house events, coordination of a governor's visit to the first functional one stop site); production of informational material (brochures, flyers, newsletter, etc.); and aiding local LMAs by providing guidance for local presentations and support for local marketing efforts. This was done with the help of Wayne Shaw, a paid consultant who devised the initial plan for establishing name recognition for the adopted Missouri WINS logo and slogan.

This initial strategy was devised with the intent of establishing a wide range of name recognition among the perceived customers, as well as general acceptance among partner agencies and internal audiences, including members of the General Assembly. The assumption was that this early activity would lay the groundwork in terms of name recognition, and when the full-service and satellite sites were fully operational, marketing efforts could then take a tighter focus in terms of niche marketing. To date, this is a summary of the activities executed by the Marketing Committee:

- Coordinated Governor Carnahan's open house/media visit to St. Charles;
- Selected Missouri WINS logo and slogan;
- Developed baseline stationery, etc., for Missouri WINS;
- Developed/produced baseline brochure for Missouri WINS;
- Purchased trade show booths, for use by LMAs;
- Hosted breakfast for General Assembly;
- Developed Internet homepage for Missouri WINS, with partner information;
- Developed/produced premium giveaways for Missouri WINS;
- Developed/produced decals for Missouri WINS full service and satellite sites;
- Developed/produced newsletter for Missouri WINS partners and General Assembly;
- Sent e-mail message to General Assembly members for special session;
- Produced public service announcements with Missouri WINS message.

Unfortunately, many of the sites have not come on line as quickly as hoped. Whereas there are several Missouri WINS locations that are functioning well, some are not ready for a full-blown, targeted niche marketing campaign. Therefore, it seems that it would be a prudent move, at this point, to pursue a stepped up, aggressive marketing campaign aimed solely at creating increased name recognition and "top of mind awareness" regarding the Missouri WINS name and logo and establish the concept as a "one stop

shop for workforce development services.” At the same time, we must establish confidence among our partner agencies, LMA personnel, and the General Assembly regarding our marketing and development efforts.

III. Plan, Strategy, and Tactics

Previous marketing efforts have established a solid groundwork for future strategy and tactics. For the next six months, marketing efforts should be focused toward the establishment of brand name recognition among three key audiences: media, general customer base, and internal. Once specific programs are in place, focus can shift to key geographic regions, key vocations, or key demographics where such efforts are needed and can be justified.

1. The Media

Considering the strong impact both economic development and welfare reform issues have with the press, that should be our chief strategy in selling the Missouri WINS concept to the press: reforming the current welfare system by providing the basis of self-sufficiency through education and worker training, and ultimately, new economic opportunities. This certainly is not our core message, but it should set the stage for establishing credibility and name recognition with the press. Remember: there is no such thing as bad press as long as they spell your name right.

In order to assure maximum coverage, we have to make the reporters’ job as easy as possible while offering them a story they have not heard before -- with the potential of a solid local angle. Initially, tactics will include the production and distribution of a baseline press kit that will include a logo package, press releases, clips, a success story from each LMA, brochures and other collateral material, and a list of contacts -- both state and local. We can use public service announcements, audio, video, and print, as educational materials for the media, and also provide solid press opportunities through special events, most specifically, open house events and the opening of new Missouri WINS locations.

2. Customers (employers and job seekers)

The strategy here is strictly a top of mind message: equate Missouri WINS and the logo with employment services. This can be accomplished, partially, through the benefit we will receive with the media strategy. Other tactics aimed at customers include posters distributed to partner agencies and given away at trade shows, with a catchy message that compliments the public service announcement campaign; premiums as giveaways at partner sites and trade shows (pens, pencils, etc.); a marketing video that can be used at trade show booths, partner agency lobbies, or for presentations to civic organizations; a top-line marketing brochure; posting of information on the Internet; window decals to identify partner agencies; and statewide Yellow Page advertisements, with Missouri WINS logo.

The key tactic here is repetition, repetition, repetition: drill the message home that Missouri WINS means comprehensive workforce development services.

3. Internal (partner agencies, LMAs, General Assembly)

In order to establish and maintain confidence among our partners in this effort, we must keep our partners apprised of new developments and the progress we are making in the one stop arena. In addition to the customer and media strategies, we can build relationships with our internal audience by maintaining a frequent schedule for the Missouri WINS newsletter, with distribution to all partners and the General Assembly; publicize the fact that we have trade show booths available for their use, thus getting them involved with the “hands on” process; host frequent networking events, such as infoshare meetings and an event for General Assembly members; an occasional e-mail update to General Assembly members; and frequent posting of partner information on the Internet.

IV. Timelines and Costs

Here is a summary of tactics outlined above for the next six months, and associated costs and timelines:

1. Media Tactics

Baseline press kit; including 10,000 lacquered folders (est. cost \$6,500):
 Targeted completion 01/98
Statewide audio and video (est. cost \$7,500):
 Targeted completion/distribution 01/98
PSAs (print) (est. cost \$500):
 Targeted completion/distribution 01/98
Support for special press events:
 As needed

2. Customer Tactics

Posters (package of three) (est. cost \$6,000):
 Targeted completion/distribution 01/98
Premiums (est. cost \$2,400):
 Currently in use
Marketing video (est. cost \$12,000):
 Targeted completion/distribution 01/98
Top line multi-panel lacquered brochure (est. cost \$4,000)
Other collateral material:
Internet updates:
 As needed
Statewide Yellow Page ads
Missouri WINS window decals for distribution to all satellite and full-service sites
(est. cost. \$1,500):
 Targeted completion/distribution 12/97

3. Internal Audience Tactics:

Newsletter (est. cost \$800)
 Published quarterly
Networking events/infoshares (est cost \$10,000):
 Quarterly
General Assembly event (est. cost \$500):
 Target date of January
E-mail messages to General Assembly:
 As needed
Trade show booth marketing:
 Currently in use statewide
Update of Internet partner information:
 As needed
Follow-up contact with LMA marketing persons:
 Quarterly and as needed

V. Summary

Marketing efforts, to date, have been appropriate considering that they have been based on an emerging system -- i.e., these efforts have been, primarily, baseline tactics waiting on the opportunity to capitalize on needs in niche markets, be they geographic, a specific vocation, and aimed at a particular demographic. Although these are viable strategies for the near future, we must maintain our focus on establishing strong name recognition and credibility. This would be an ideal time for such activities, considering that we have the opportunity to establish a high degree of name recognition before we target any specific service, region, or customer.



Mel Carnahan
Governor

RECEIVED
Joseph L. Driskill
Director

October 5, 1998

OCT 20 1998

DIVISION OF JOB DEVELOPMENT & TRAINING

Memorandum for Missouri Training and Employment Council (MTEC) Strategic Planning Committee

From:  Mary Forck, Customer Focus Team Leader

Subject: MTEC Strategic Plan – Strategy #4: Establish the One Stop System as the primary entry point to the State's workforce development programs and provider of on-going integrated services

Job Seeker and Employer Customer Satisfaction Surveys

The two primary customer groups using services through the One-Stop System are the job-seeker customer and employer customer. The Customer Focus Team has developed and implemented a job seeker customer satisfaction survey and has developed an employer customer satisfaction survey (see attached).

The job seeker survey was developed from job seeker customer focus group information and survey results in pilot areas of the state. Focus groups included customers of the five state partner agencies:

- ☐ Department of Economic Development -Division of Job Development and Training's Job Training Partnership Act Programs
- ☐ Department of Elementary and Secondary Education's Vocational Rehabilitation local offices
- ☐ local educational agencies (Department of Higher Education and Department of Elementary and Secondary Education)
- ☐ Department of Labor and Industrial Relations-Division of Employment Security's Job Service offices
- ☐ Department of Social Services-Division of Family Services' county offices.

The pilot survey included a larger number of items developed from the focus group information and asked customers to rank the importance of each item. The seven questions on the job seeker customer satisfaction survey are the items that the customers ranked as most important.

One Stop Full Service Sites are asked to distribute the survey to all job seekers who walk through the door during 5 one-week periods/year. During this first year, surveys have been, or will be distributed, during the following weeks:

April 19 – April 25, 1998
July 12 – July 18, 1998
October 18 – October 24, 1998
January 17 – January 23, 1999
March 7 – March 13, 1999.

The One-Stop Customer Focus Team set customer satisfaction standards for each question using the state average on each question as a guide. These standards are pending approval by the One-Stop Executive Team. Proposed standards are:

Question Number	Question	Proposed Standard
1.	There are job openings available that meet my skills and qualifications.	80%
2.	There are job openings available that meet my interests.	85%
3.	Staff show a sincere interest in me as a person.	95%
4.	There are enough staff available to answer my questions.	95%
5.	I was able to accomplish something on my first visit to Missouri WINS.	90%
6.	My entire visit(s) to Missouri WINS was productive.	90%
7.	I am able to get all information and services I need without having to ask more than 1 person.	95%

An analysis of the results by demographic characteristics is shown on the attached charts for spring 1998 (April 19 – April 25) and preliminary results for summer 1998 (July 12 – July 18). Results are similar for both time periods. A preliminary analysis of the spring and summer surveys shows the following findings:

Demographically

- Using employment status to differentiate, unemployed persons represent the largest group of job seekers (76 – 80%).
- Using educational level to differentiate, High School Graduates and GED recipients represent the largest group of job seekers (38 – 36%). The second largest group is persons with some college or technical school (28% -- 33%).
- Using age to differentiate, persons aged 18 – 35 represent the largest group of job seekers (53 – 50%). The second largest group is persons aged 36 – 49 (36 – 32%).

Highest Dissatisfiers

- Question #1 "There are job openings available that meet my skills and qualifications." -- 19% and 25% of respondents answered no.
- Question #2 "There are job openings available that meet my interests." -- 15% and 22% of respondents answered no.
- Question #5 "I was able to accomplish something on my first visit to Missouri WINS." -- 10% and 15% of respondents answered no.
- Question #6 "My entire visit(s) to Missouri WINS was productive." -- 8% and 12% of respondents answered no.

Highest Satisfiers

- Question #3 "Staff show a sincere interest in me as a person." -- 98% and 96% of respondents answered yes.
- Question #4 "There are enough staff available to answer my questions." -- 98% and 94% of respondents answered yes.
- Question #7 "I am able to get all information and services I need without having to ask more than 1 person." -- 96% and 93% of respondents answered yes.

An employer satisfaction survey (see attached) is being developed using the same methodology. Currently, team members are working with the Department of Labor and Industrial Relations to develop a statistically valid sample representative of geographic location, size, and type of industry. Team members are also working with the Department of Elementary and Secondary Education to convert the surveys to a scanable form and to determine if the data analysis can be completed internally.

Please contact me at 573/526-8202 or any team member if you have questions or need more information.

cc: One-Stop Customer Focus Team Members
Clinton Flowers
J. Michael Pulliam
Julie Gibson

MISSOURI WINS CUSTOMER SURVEY - SDA 8 - Springfield

Please complete this survey by placing a ✓ in the appropriate box.

Yes No

- 1) There are job openings available that meet my skills and qualifications.

☐

☐

If you marked no, list the type of job openings that meet your skills and qualifications.
- 2) There are job openings available that meet my interests.

☐

☐

If you marked no, list the type of job leads that meet your interests.
- 3) Staff show a sincere interest in me as a person.

☐

☐

If you marked no, list what staff should do to show a sincere interest in you.
- 4) There are enough staff available to answer my questions.

☐

☐

If you marked no, how long did you wait for staff to answer your questions?
- 5) I was able to accomplish something on my first visit to Missouri WINS.

☐

☐

If you marked no, what did you want to accomplish on your first visit?
- 6) My entire visit(s) to Missouri WINS was productive.

☐

☐

If you marked no, what part of your visit(s) was not productive?
- 7) I am able to get all information and services I need without having to ask more than 1 person.

☐

☐

If you marked no, how many people did you talk to before getting the information you wanted?

If you marked no, what information or service were you seeking?

Employment Status
_____ Unemployed
_____ Employed Full-Time
_____ Employed Part-Time
_____ Never Worked

Educational Status
_____ Did not finish high school
_____ High School Student
_____ High School Graduate/GED
_____ Some College or Technical School
_____ College Graduate
_____ Special Education

Age
_____ 16 - 17
_____ 18 - 35
_____ 36 - 49
_____ 50+

Optional:
Name: _____
Address: _____
Phone: _____



Please list name(s) of staff who were exceptionally helpful to you: _____

Missouri WINS Participating Agencies

Private Industry Councils (PIC) Work Connections	Department of Economic Development
High Schools Vocational-Technical Schools (AVTS) Vocational Rehabilitation (VR)	Department of Elementary and Secondary Education
Community Colleges Colleges and Universities	Department of Higher Education
Job Service	Department of Labor and Industrial Relations
Family Services Services for the Blind	Department of Social Services

MISSOURI WINS (ONE-STOP) SYSTEM
EMPLOYER SATISFACTION SURVEY

Please complete the following questions by checking either the “Yes” block or the “No” block for each question.

	Yes	No
I have used services from the One-Stop System	<input type="checkbox"/>	<input type="checkbox"/>
I plan to use services from the One-Stop System	<input type="checkbox"/>	<input type="checkbox"/>
I don’t know anything about the One-Stop System	<input type="checkbox"/>	<input type="checkbox"/>

	Very Important	Important	Somewhat Important	Not Important
<i>How important is it to you that One-Stop Centers provide:</i>				
1. A clearinghouse for information on economic development programs, job training programs, and other programs for employers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. A single point of contact to coordinate all programs/ assistance the employer is receiving through the One-Stop	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Applications for programs/services available on internet or other electronic means	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. A common screening application for job training programs, e.g., On-the-Job-Training (OJT), Customized Training, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Assessment of common training needs of area employers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Facilities for employers to use to interview job applicants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- | | | | | |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| 7. Listings of job seekers available on internet or other electronic means | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Qualified job applicants | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

If you marked item #8, Very Important or Important, please complete item 9.

- | | | | | |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| 9. How important is it that job applicants have: | | | | |
| Ability to work in a team environment | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Adaptability to change | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| A good work ethic | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Communication skills | | | | |
| Basic math skills | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Basic reading skills | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Technical skills | | | | |
| Good work attendance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| GED/High school diploma | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Some college/college degree | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Other (please specify) | | | | |
| _____ | | | | |
| _____ | | | | |
| _____ | | | | |

10. List the three most important services you want from the Missouri WINS (One-Stop) System:

